

DEPARTMENT OF AGRICULTURE
Farm and Foreign Agricultural Services
Federal Human Capital Survey (2004)
Human Capital Management - Critical Analytical Summary

Compared to the results of the 2002 FHCS, the % of positive responses increased in the major Human Capital Management categories of **Talent** (Recruitment, Development & Retention) - up by 5% and **Knowledge Management** (Learning) - up by 8%. But despite reductions in negative responses from the 2002 FHCS, the % of positive responses regarding **Performance Culture** and **Leadership** categories decreased by 4% and 5% respectively. The changes in the percentages of positive responses by FFAS employees, up or down, are similar to those reflected in the Department and the Governmentwide Federal Human Capital Survey results.

Some of the more notable positive responses regarding Human Capital Management of the Mission Area employees polled are:

- 88% of FFAS employees claim the work they do is important and 84% of FFAS employees state their supervisors support their needs to balance work and family issues. (**Talent** - Recruitment, Development & Retention)
- 78% of FFAS employees claim they are held accountable for achieving results. (**Performance Culture**)
- 73% of FFAS employees claim they are protected from health and safety hazards on the job and 69% claim their organization has prepared them for potential security threats. (**Leadership**)
- 90% of FFAS employees claim they use information technology (i.e., intranet, shared networks) to perform work. (**Knowledge Management** - Learning)

On the other hand, some of the responses regarding Human Capital Management that indicate improvement opportunities are:

- Only 42% of FFAS employees claim their work unit is able to recruit people with the right skills; while only 45% of employees feel the skill level in the work unit had improved in the past year. (**Talent** - Recruitment, Development & Retention)
- Only 22% of FFAS employees claim that steps are taken to deal with poor performers who cannot or will not improve. (**Performance Culture**)
- Only 29% of FFAS employees claim their leaders generate high levels of motivation and commitment in the workforce. (**Leadership**)
- Some 48% of FFAS employees claim their managers promote communication among different work units (i.e., about projects, goals, needed resources). (**Knowledge Management** - Learning)

Summarizing the general category of **Personal Work Experiences** (up 3%), over 85% of FFAS employees rate the overall quality of work done by their work group as good or very good; while 58% of FFAS employees feel encouraged to come up with new and better ways of doing things. In the **Job Satisfaction** category, down slightly from 2002, 68% of FFAS employees are satisfied or very satisfied with their job and their pay; but only 33% are satisfied with their opportunity to get a better job in their organization. Employee's overall **Satisfaction with Benefits** increased nearly 10% since the 2002 survey with over a 90% satisfaction rate with paid vacation time and leave for illness.

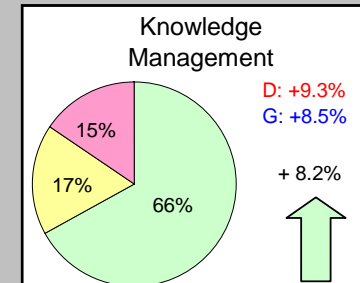
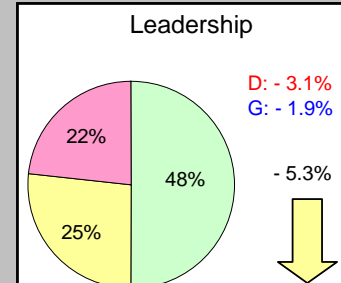
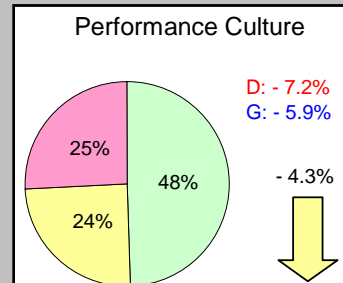
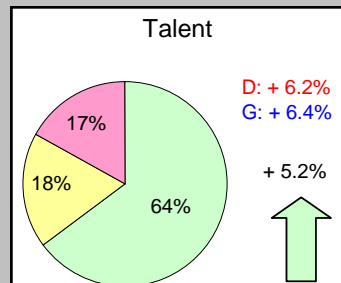
Human Capital Management - Continued Improvement Actions

The Human Resources Division (HRD) will continue to work with managers to engage several strategies, emphasizing those already in the FFAS Human Capital Plan, to enhance what the Agencies are doing well and to improve upon what the Agencies has identified as improvement opportunities. In addition, HRD will coordinate Departmentwide / Governmentwide improvement initiatives, such as modernizing human capital systems to better recognize and reward high performance, to develop leaders and address skill gaps. Furthermore, agency leaders are encouraged to review their Agency's detailed Federal Human Capital Survey results (<http://hr.ffas.usda.gov/offices/od/hcp/hcp.htm>) and address areas where improvements can be made to ensure a high performing workforce necessary to meet their missions.

FEDERAL HUMAN CAPITAL SURVEY - FY2004

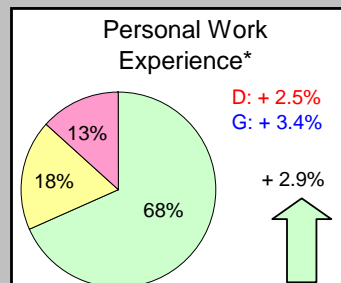
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STRATEGIC MANAGEMENT of HUMAN CAPITAL

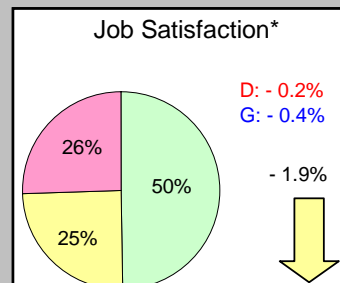


Personal Work Experience, Job Satisfaction and Satisfaction with Benefits

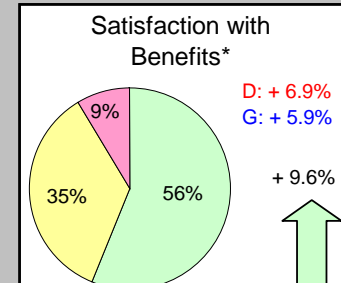
(Private Sector Comparable Areas)



* Cooperation in unit, individual skills used, a good place to work, etc.



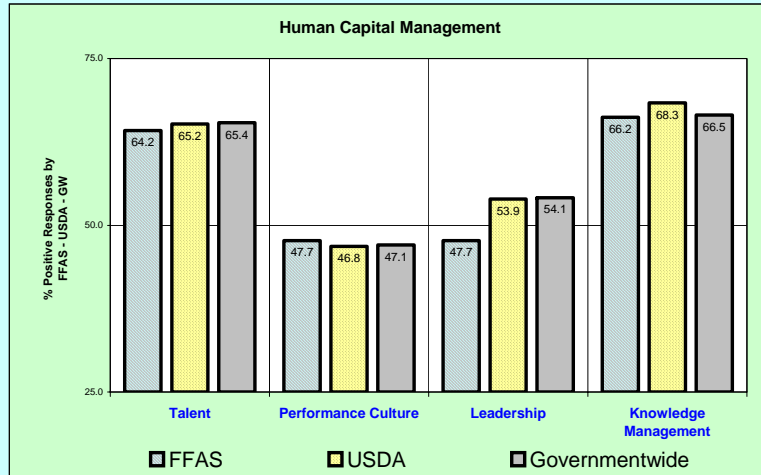
* Involvement with decisions, satisfied with pay, policies and practices, etc.



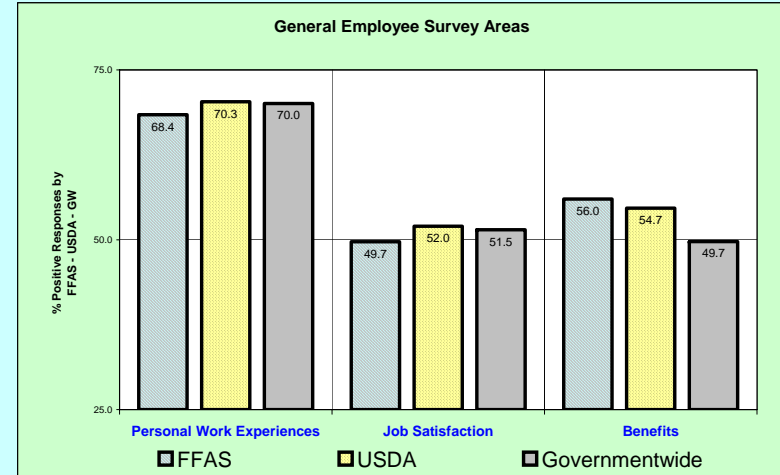
* Flexible work schedules, telework, retirement benefits, vacation time, etc.



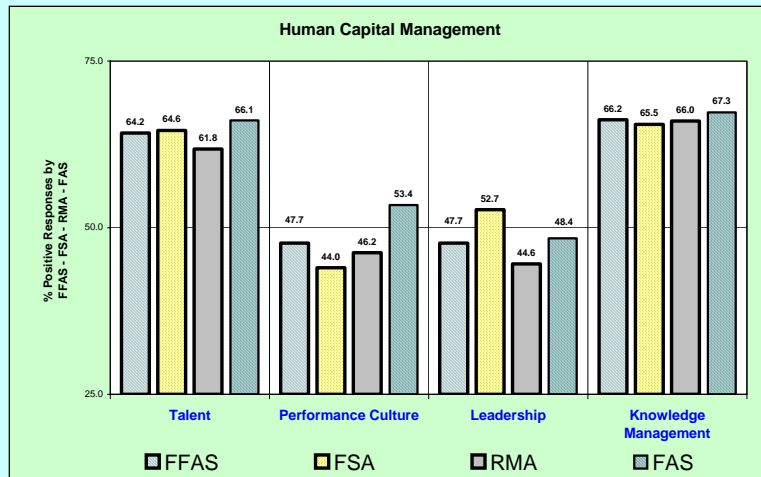
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